



# Organisational Development and Staff Wellbeing bulletin

May 2025

**The aim of this current awareness bulletin is to provide a digest of recent guidelines, reports, research and best practice on Organisational Development and Staff Wellbeing**

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## Guidelines, Policies and Reports

### CIPD

#### [Resetting EDI and reaffirming inclusion](#)

For some, the moral arguments about fairness and equality of opportunity are enough to make the case for resources and effort on diversity and inclusion. But there is a fundamental case for organisations to focus on inclusion in order to access and retain the breadth of skills, talents and experience they need, as well as to reflect the communities they serve. It is important therefore to understand where EDI is headed and what changes are happening to help organisations to understand the issues and find the right balance.

### NHS England

#### [National mandatory learning people policy framework](#)

This policy is for NHS organisations to adopt and adapt to help them meet their statutory obligation to ensure a safe and inclusive work environment. It is intended to reduce or prevent incidents, near misses, risks and connected loss of productivity. It also aims to increase efficiency by ensuring learners do not need to repeat learning unnecessarily.

### Royal College of Nursing

#### [Unreciprocated Care: why internationally educated nursing staff are leaving the UK](#)

Internationally educated nursing staff have been making a critical contribution to UK health and care systems for the better part of a century but continue to face challenges every step of the way to becoming a nurse in the UK. From their initial recruitment to visa applications, from starting work to finding accommodation – internationally educated staff are confronted with unjust and unnecessary hurdles.

### The National Guardian

#### [Listening and learning: Amplifying the voices of overseas-trained workers, a review of the speaking up experiences of overseas-trained workers in England](#)

Overseas-trained healthcare workers form a significant part of the NHS workforce in England. They face many of the same day-to-day workplace challenges as UK nationals but in addition may face issues such as language barriers, cultural adaptation challenges and workplace discrimination. Their views on speaking up confidently when things go



wrong will be shaped by several factors. However, their ability to speak up is essential, in terms of being able to lead rewarding careers, and critically, for patient care and safety.

## **Published Research**

### **BMC Psychiatry**

#### [Mental health of LGBTQ+ workers: a systematic review](#)

Members of the lesbian, gay, bisexual, transgender, queer, and other sexual and gender minorities (LGBTQ+) community have greater risk of mental health disorders compared to the general population, however most evidence is from young people. We sought to systematically review and summarise the evidence for the burden and risk of mental health disorders.

### **British Journal of Healthcare Management**

Career pathways taken by female healthcare leaders: a qualitative study [email [ulth.library.lincoln@nhs.net](mailto:ulth.library.lincoln@nhs.net) to request]

Despite comprising over 75% of the NHS workforce, women are underrepresented in senior leadership positions. As part of a larger study on gender inequality in the NHS, this study aimed to explore approaches to career progression among female healthcare leaders.

### **Occupational Medicine**

Occupational health literacy and affecting factors on healthcare workers [email [ulth.library.lincoln@nhs.net](mailto:ulth.library.lincoln@nhs.net) to request]

In the realm of occupational accidents, the healthcare sector holds a significant position as it is classified as a highly hazardous workplace, thus bearing a heightened probability of accidents. Consequently, it becomes imperative to assess the occupational Health Literacy of healthcare workers and identify the influencing factors.

## **Blogs**

### **CIPD**

#### [Evidence-based HR: Make better decisions and step up your influence](#)

People professionals are often involved in solving complex organisational problems and need to understand 'what works' and 'what makes sense' in order to influence key organisational outcomes. The challenge is to pick reliable, trustworthy solutions and not be distracted by unreliable fads, outdated received wisdom or quick fixes. This challenge has led to evidence-based practice.

### **Integrated Care Journal**

#### [Nearly half of NHS staff say role is affecting their mental health, charity warns](#)

Nearly half of NHS staff say their job harms their mental health. The most commonly cited causes among NHS staff surveyed included staff shortages (49%), not feeling able to provide the best possible care (35%), rising patient numbers (29%), and exposure to traumatic situations at work (15%). Despite this clear and growing need, just 25% said they had accessed any form of mental health support in the past year.

### **NHS Employers**

#### [Embracing neurodiversity in the workplace](#)

Access guidance to help you support neurodivergent colleagues in the workplace. Many neurodivergent people do not think of their neurodivergences as disabilities or disorders. In the right context, these differences mean people can offer unique perspectives and powerful contributions to organisations.

### **NHS Employers**



### [Freedom to speak up - employer actions](#)

This page outlines key considerations, resources and case studies that are useful when reviewing and developing local arrangements for speaking up. [See also: [Freedom to speak up - guidance for managers](#)]

### **NHS Employers**

#### [Student experience](#)

The National Education and Training Survey 2024 highlighted the need to support students on placement. Explore what employers can do to better support their students.

### **NHS Employers**

#### [Why does closing the inequality gap in LGBTQ+ NHS staff experience remain so hard?](#)

On International Day Against Homophobia, Biphobia, Intersexism and Transphobia, Dr Layla McCay considers the inequalities of experiences of LGBTQ+ people as reflected in the NHS Staff Survey.

### **Politics Home**

#### [What does employee wellbeing actually mean?](#)

What does it mean to be well at work? Should there be a universally accepted definition of employee wellbeing? How do we measure it? In today's workplace, wellbeing is no longer a soft concern. People aren't just moving jobs for better salaries, but for better management, more flexibility, and workplaces that support their mental and physical health.

### **Workplace Wellbeing Professional**

#### [Financial Stress is Making UK Workers Sick, Warns New Report](#)

A worrying six in 10 UK employees say their health is being severely damaged by financial stress, findings from a new study suggest. The UK now faces Europe's most significant financial wellbeing challenge, with widespread anxiety, insomnia, relationship tensions and even suicidal thoughts directly linked to money worries among workers

### **Podcasts/Videos**

#### **CIPD Podcast**

##### [Bridging learning and organisational development](#)

L&D and OD often operate in silos – one focused on individual learning, the other on strategic and cultural change. But is this separation intentional, and can they truly be effective apart if they share the same goals for organisational growth and adaptation? We explore how greater alignment between L&D and OD can enhance collaboration and help future-proof workforce capabilities.

### **NHS Employers**

#### [Whistleblowing: procedure, policy and good practice](#)

This webinar is aimed at supporting workforce leaders to understand the legalities and practicalities to consider when a colleague blows the whistle at work.

### **Miscellaneous**

#### **NHS Employers**

##### [Budget busting benefits at Oxford University Hospitals](#)

Read how Oxford University Hospitals NHS Foundation Trust (OUH) delivered a reward and benefits strategy on a shoestring budget.